



MEMPHIS SHELBY CRIME

COMMISSION

THE CRIME PLAN 2017-2021

MEMPHIS / SHELBY

**OPERATION: SAFE
COMMUNITY**
A MEMPHIS FAST FORWARD INITIATIVE



Primary Role of the Memphis Shelby Crime Commission

- Spearhead development of a community-wide plan to reduce crime
 - Operation: Safe Community
 - In second year of third 5-year plan
- Quarterback implementation of the plan
 - Plan, goal and objective indicators
 - Annual milestones
- Partnership with the U of M Public Safety Institute to evaluate each plan objective upon being implemented
 - Process evaluation
 - Outcome evaluation

Operation: Safe Community 3

- Criteria
 - Requested and/or supported by the relevant objective “owner(s)”
 - Evidence-based or evidence-informed objective
 - Near-term impact on the violent crime rate in particular (measureable during pendency of plan)
 - Connected to the criminal justice system
 - Objective “owner(s)” agreeable to an independent evaluation of both the process and outcomes
- Five goals
- Sixteen objectives

Goal A: Strengthen community engagement with law enforcement in problem-solving efforts to reduce crime.

Objective 1: Establish and maintain a “Neighborhood Safety Initiative”(NSI) that strengthens neighborhood watch and partnerships among neighborhood groups, law enforcement, and other city/county government agencies. (Key owners: Crime Commission, City of Memphis, Shelby County)

Objective 2: Establish a community prosecution model in targeted communities. (Key owner: District Attorney’s Office)

Objective 3: Build trust through community policing and more interaction **between law enforcement and the public.** (Key owners: MPD, SCSO, Crimestoppers)

(cont.)

Goal A: Strengthen community engagement with law enforcement in problem-solving efforts to reduce crime. Cont..

Objective 4: Expand the Safeways intensive crime prevention program in apartment communities. (Key owner: Safeways, Inc.)

- About 17 percent of occupied housing units in Memphis are apartments.
- Apartment communities often drive crime rates in many MPD precincts.
- Safeways' operating expenses are covered by fees clients pay for services plus a small contract with MPD for data compilation and analysis.
- Safeways communities have had a 34 percent average crime reduction.
- The goal is to double the number of participating apartment communities by the end of the five-year plan.

Goal B: Strengthen law enforcement's ability to reduce violent street crime.

Objective 5: Clarify and resolve shortages in law enforcement staffing. (Key owners: MPD, SCSO)

- The Kelly Report recommends a zero-based MPD staffing assessment, which is underway and due to be completed this fall.
- Goal of 2300 MPD officers by the end of 2020.
- 2018 MPD commissioned officer staffing:
 - As of January 1, 2018: 1959 officers
 - Targeted number of new officers in 2018: 278, including 84 who have already graduated
 - Targeted attrition: no more than 115. Current YTD as of June 6 is 58
 - Assuming targeted number of new officers and attrition of 115: a total of 2122 officers at the end of 2018

(cont.)

Goal B: Strengthen law enforcement's ability to reduce violent street crime. Continued...

Objective 6: Use additional law enforcement staffing, technology, and other resources to **expand data-driven, proactive policing**. (Key owners: MPD, SCSO)

- The Kelly Report recommends a ramped up data-driven approach to deploying resources.
- TRAC 2 is now underway to bring a new level of accountability.

Objective 7: **Enhance law enforcement training** to better serve the community.
(Key owners: MPD, SCSO)

(cont.)

Goal B: Strengthen law enforcement's ability to reduce violent street crime. Continued...

Objective 8: Enhance the Gang Unit's use of intelligence and data-gathering to reduce gang violence. (Key owner: Multi-Agency Gang Unit)

- The Kelly Report recommends increased staffing for the Gang Unit.
- As of January 1, 2018: 36 officers (both MPD and SCSO)
- Targeted increase in officers for 2018: 23 officers (both MPD and SCSO) for a total of 59
- First group of 8 additional MPD officers scheduled for July

(cont.)

Goal B: Strengthen law enforcement's ability to reduce violent street crime. Continued...

Objective 9: Effectively implement a “Violence Intervention Focused Deterrence” model in which multiple law enforcement and prosecution agencies team up with community members and social service providers to deliver a “carrot and stick” approach to curbing violent crime. (Key owners: District Attorney’s Office, Multi-Agency Gang Unit)

- While patterned after a successful effort in Boston (Project Ceasefire), the Kelly Report recommends an approach tailored to Memphis.
- The model focuses on serious repeat offenders.
- It is a “carrot and stick” approach, offering offenders an alternative by connecting them to job opportunities, housing, etc., while making it clear they will be held accountable if they continue their criminal behavior.
- The first “call-in” occurred in February. ***Cont.***

Goal B: Strengthen law enforcement's ability to reduce violent street crime. Continued...

Objective 10: Reduce gun crimes through tougher state penalties for convicted felons in possession of firearms, vigorous federal and state prosecution, and communicating the consequences. (Key owners: Crime Commission, District Attorney's Office, U. S. Attorney's Office)

Goal C: Strengthen intervention programs for ex-offenders.

Objective 11: Provide jobs, life skills, and support **programs for ex-offenders, including a transitional work feature.** (Key owners: Memphis Shelby County Office of Re-entry, Workforce Investment Network)

- Repeat offenders help drive high crime rates.
- Workforce Investment Network (WIN) has entered a transitional work contract with the Center for Economic Opportunities (CEO), which has a strong track record of success.
- The transitional work program is now underway.
- Upcoming symposium on job opportunities for ex-offenders

(cont.)

Goal C: Strengthen intervention programs for ex-offenders. Continued...

Objective 12: Effectively implement the state's new system of “swift, certain and fair” administrative sanctions in lieu of incarceration for violating certain conditions of probation or parole. (Key owner: TN Department of Correction)

Goal D: Enhance domestic violence prevention and intervention efforts.

Objective 13: Evaluate and expand the Family Safety Center to reduce the number of repeat victims. (Key owners: Family Safety Center, Public Safety Institute, Crime Commission)

Objective 14: Effectively implement a “domestic violence initiative (DVI)” model in which multiple law enforcement agencies team up with community members and social service providers to deal with repeat domestic violence offenders with a “carrot and stick” model. (Key owner: District Attorney’s Office)

Goal E: Enhance interventions for juveniles committing delinquent acts.

Objective 15: Establish a youth assessment center to provide needs assessments and appropriate interventions for non-violent youthful offenders (both delinquent and status offenders) rather than automatically involving them in the criminal justice system. (Key owner: Shelby County)

Objective 16: Develop a system of Evening Reporting Centers (ERCs) across the county to serve more delinquent youths at the community level. (Key owners: Juvenile Court, Shelby County Schools)

OPERATION: SAFE COMMUNITY

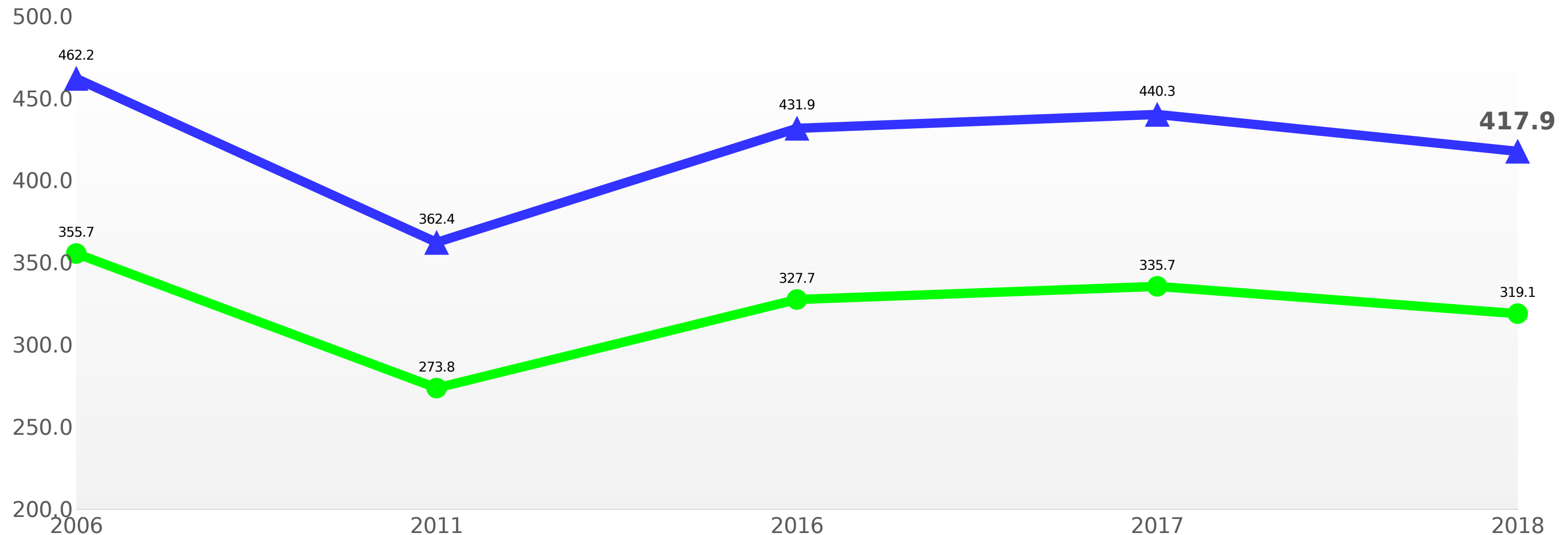
A MEMPHIS FAST FORWARD INITIATIVE



KEY PLAN INDICATORS

1st Quarter 2018

MAJOR VIOLENT CRIME JANUARY - MARCH (Incidents Per 100,000 Population and Numbers)¹



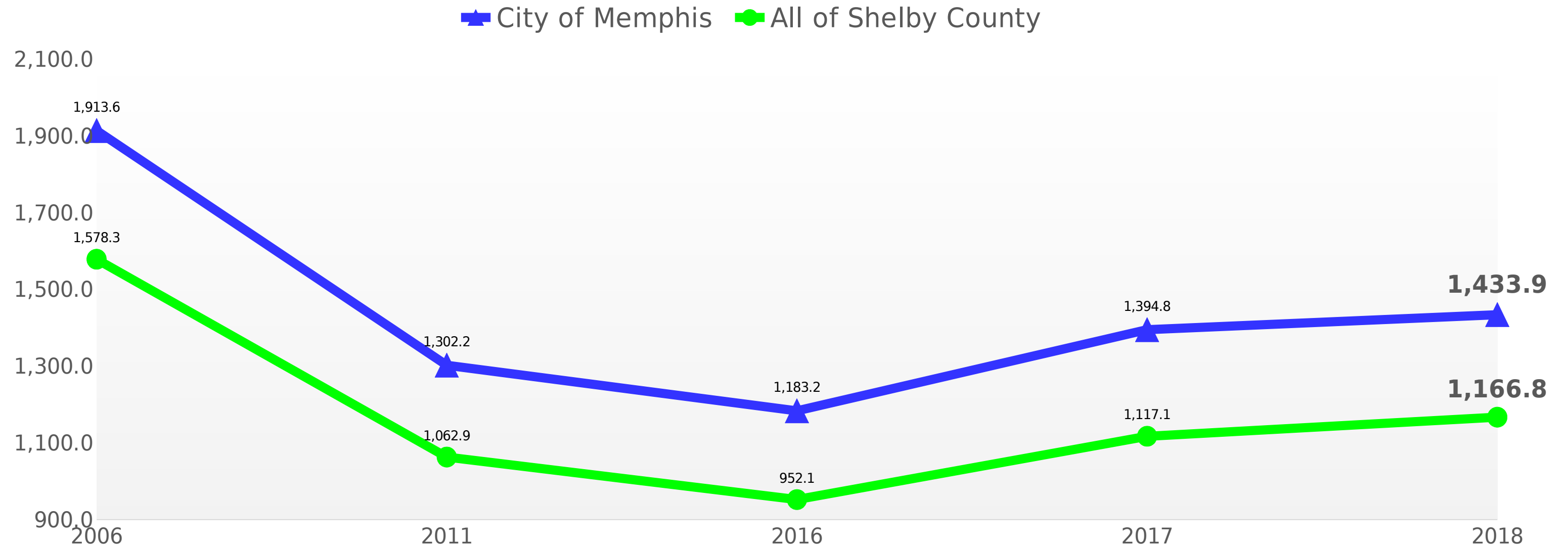
¹ Includes murders, forcible rapes, robberies, and aggravated assaults.

Source: Tennessee Bureau of Investigation (TBI). The 2018 TBI figures are preliminary.

² The 2018 figure is a decrease of 9.6 percent from 2006 and an decrease of 5.1 percent from 2017 in the City of Memphis.

³ The 2018 figure is a decrease of 10.3 percent from 2006 and an decrease of 4.9 percent from 2017 in all of Shelby County.

MAJOR PROPERTY CRIME JANUARY - MARCH (Incidents Per 100,000 Population and Numbers)¹



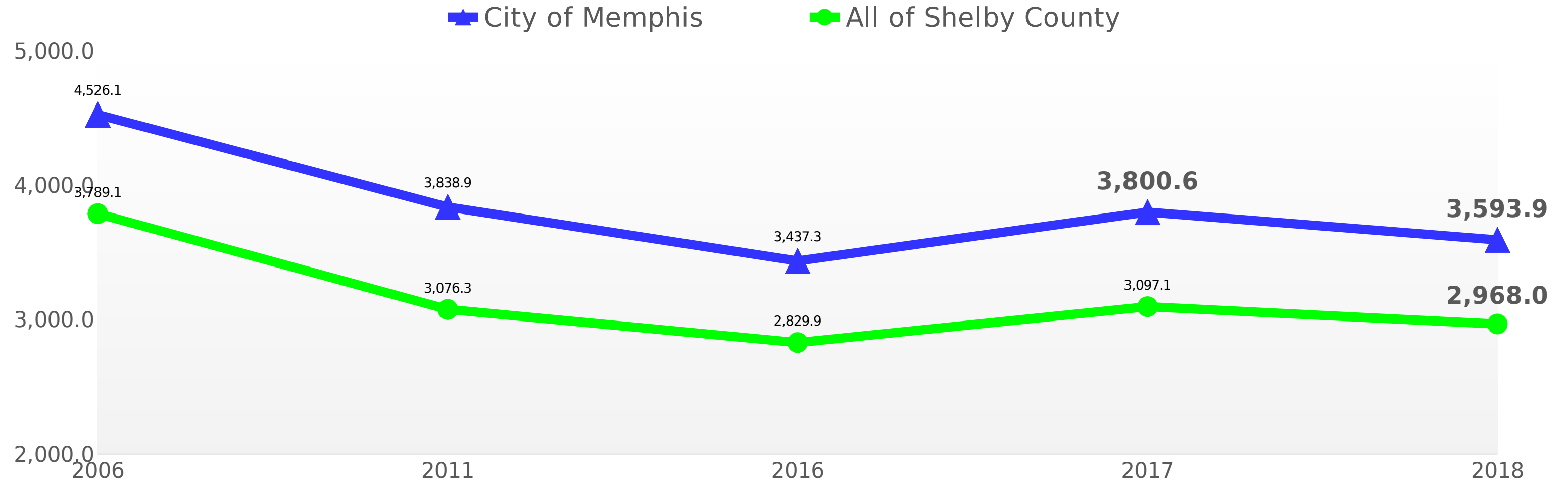
¹ Includes burglaries, motor vehicle thefts, and other felony thefts.

Source: Tennessee Bureau of Investigation (TBI). The 2018 TBI figures are preliminary.

² The 2018 figure is a 25.1 percent decrease from 2006 and a 2.8 percent increase from 2017 in the city of Memphis.

³ The 2018 figure is a 26.1 percent decrease from 2006 and a 4.5 percent increase from 2017 in all of Shelby County.

OVERALL CRIME JANUARY - MARCH (Incidents Per 100,000 Population and Numbers)¹



¹ The overall crime rate is measured by 54 separate categories of “Group A crimes” tracked by the T.B.I.

Source: Tennessee Bureau of Investigation (TBI). The 2018 TBI figures are preliminary.

² The 2018 figure is a 20.6 percent decrease from 2006 and a 5.4 percent decrease from 2017 in the city of Memphis.

³ The 2018 figure is a 21.8 percent decrease from 2006 and a 4.4 percent decrease from 2017 for all of Shelby County.



MEMPHIS SHELBY CRIME

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Executive Director, U of M Public Safety Institute